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THE DIRECTOR OF CENTRAL INTELLIGENCE

WASHINGTON, D. C. 20505

2 August 1976

DRAFT

MEMORANDUM FOR: National Foreign Intelligence Board

FROM : George Bush

SUBJECT : Estimates Advisory Panel

1. I appreciate the comments of NFIB members concerning the scope and functions of the Estimates Advisory Panel. We will shortly be making arrangements for setting up the Panel, and I will be selecting those to invite. In the process, the views submitted by NFIB will be kept in mind.

2. Obviously, there are a number of questions to be worked out as the Panel gets into business, and no doubt we will be evolving precise procedures as we gain experience with it. I would like at the outset, however, to register my views on several matters raised by members of NFIB.

3. There is some concern that the Panel might detract from the role of NFIB in the review of national intelligence estimates. I can assure members that this will not be the case. The Panel is being created as advisory to me, to make sure that draft estimates receive the benefit of fresh perspectives while they are in preparation, before they are reviewed by the NFIB representatives and before they come before the NFIB. The Board's role as the body of final review will

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remain unchanged, as will the role of the NFIB representatives. To address a related concern, arrangements can and will be made for sharing with others in the Community the views of Panel members on any particular estimate.

4. With respect to questions about the composition of the Panel, several Board members have emphasized the need for a broad spectrum among its members, and I fully agree. Specifically, we plan to tap academic resources, but it will certainly not be confined to academicians. I anticipate that governmental, business, and think tank experience will be well represented. I contemplate that the great majority of its members would be from outside the government, but I would not want to make this a hard and fast rule.

5. My intent is to keep the role and makeup of the Panel flexible enough to enable it to be of maximum helpfulness in the light of experience. For example, its principal function will be advisory on the major national estimates, but its members may also prove able to contribute suggestions on future projects or lines of analysis which the Community should undertake.

6. I will keep the Board's suggestions in mind and its members informed as we set about establishing the Panel in the coming weeks.

George Bush

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National Intelligence Officers

2 August 1976

NOTE FOR: D/DCI/NI *[Signature]*

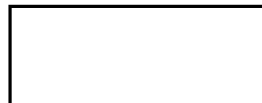
SUBJECT : Estimates Advisory Panel

*Dick* —

1. Mark is having the consolidated list of names typed up -- numbering close to 170. Obviously, we are in for a difficult process of selection (and rejection), but it seems sensible to start off with a full list.

2. I attach a draft memo from the Director to NFIB members, drafted to take courteous account of the suggestions received in writing from Sam Wilson and Foster Collins and given to you orally by Lew Allen. It is also couched in terms making clear that the Panel is advisory to the Director and that he will do the choosing.

3. As for next steps, some version of the DCI memo to the NFIB could be forwarded to the Director at any time. I am not sure we want to send him the whole composite list of names, but I can see reasons for doing so, with a note telling him that we are discussing among ourselves the matter of paring down the list. Alternatively, we could withhold a list until we have it in more manageable size, and there are arguments for doing this too.



NTO/WE

CONTRIBUTION TO PFIAB BRIEFING--ESTIMATES ADVISORY PANEL

I. I am, of course, well aware of the Board's concern with improving the quality of National Intelligence Estimates. The Board has made some very useful suggestions, such as the experiment with comparative analysis on certain particularly important and contentious strategic issues, an experiment that we have begun.

II. I, too, am very concerned on the matter of quality and have taken an initiative of my own. I speak of the establishment of an Estimates Advisory Panel, of which I first informed the National Foreign Intelligence Board in early June and of which I expect you are by now already aware.

A. It is my intention that we in the Intelligence Community have at our disposal the benefit of the best minds outside government when it comes to producing estimates.

B. To this end, we have thought through very methodically just what role an Advisory Panel could play at what point in the estimative process.

1. The terms of reference for the Panel have by now been formulated and circulated to NFIB principals for their reaction.

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2. In essence, we will assemble a Panel of some three-dozen outstanding persons from the academic and business worlds.

a. Once one of my National Intelligence Officers has a draft estimate with which he is satisfied, we will call on three or so of the Panel's members to review the draft before that draft is submitted to the representatives of the Intelligence Community for their coordination.

b. The Panel members will be my personal advisors and I will be alert to their views.

3. We have also by now solicited from the members of the Intelligence Community the names of nominees for the Panel. I understand that some 160 names have been submitted thus far, and I will soon be examining this list to make my selections.

III. I believe that this step holds out considerable hope for assuring the best possible perspectives on our estimative product. Experience with the Panel will no doubt suggest future adjustments and innovations in the future.

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